

DWD^{IN}ACTION

Information on the
strategic activities of the Missouri Division of Workforce Development

In our continuing commitment to open communication, we have assembled this edition of *DWD in Action* to be distributed to the various components of the workforce system. *DWD in Action* outlines the Division's accomplishments toward Division goals as specified in its strategic plan.

In this edition, we discuss new and continuing policy directions and map out the direction our organization is headed. We focus on the reorganization of the Division and the reasons and strategic objectives behind it. We also take a look at some of the successes of this past year.

Our new vision and mission statements show our renewed emphasis on key issues for serving our customers best in this current environment. Reflect on these words as you consider the rest of the information included here. We want

to engage workforce practitioners in a discussion about the direction the organization takes. We welcome your input and will gladly provide further explanation about any of the topics.

The Mission

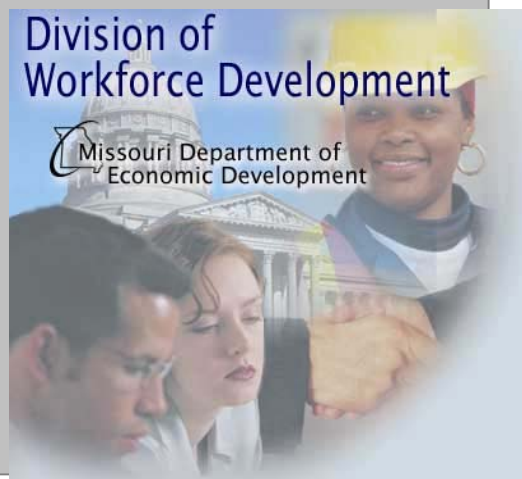
To foster a skilled workforce to increase Missouri's economic growth by serving businesses and empowering job seekers through a customer-centered, accountable, streamlined system

The Vision

A SKILLED WORKFORCE FOR TODAY'S JOBS AND TOMORROW'S CAREERS

Division of
Workforce Development

Missouri Department of
Economic Development



THE NEW ORGANIZATION

While you are aware that the Division has undergone a reorganization, many of you have expressed some curiosity about the reasons behind it. The simple answer is so that we can align functions to better achieve organizational goals. This is the essence of strategic planning, something we are committed to as an organizational policy and something that makes good sense.

The specifics of the new structure can be explained in terms of governmental functions or managerial models. But instead, we will explain it in terms of particular issues that define our organizational approach. Consider the following new themes:

Enhancing and aligning programs to improve performance

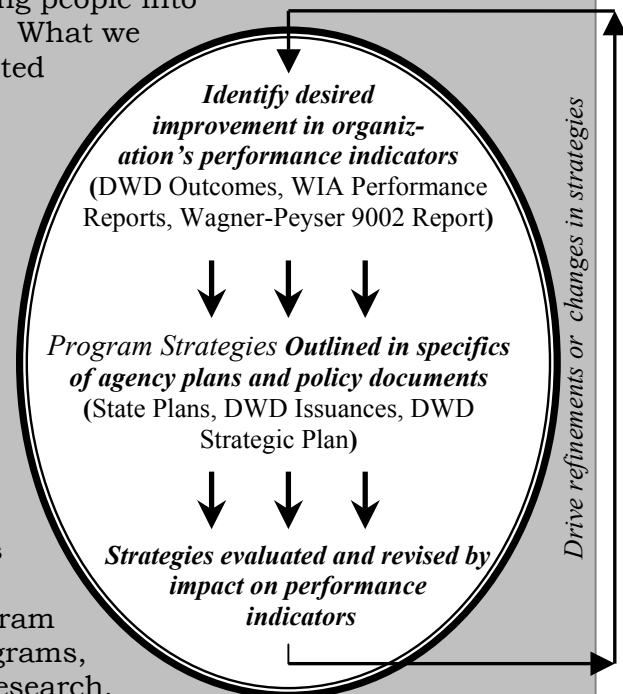
This is the primary function of the new Program Operations section. By moving workforce programs under one section, we make them a consolidated unit of focus and begin the new organizational strategy of aligning their multiple functions toward achieving organizational outcomes. We know our many programs have a similar objective: getting people into good jobs and helping them keep them. What we would like to do is create focused, targeted program strategies to coordinate the operation of the programs to most efficiently and effectively achieve these common outcomes—while achieving greater customer satisfaction.

Our current environment provides many challenging issues we have to consider, but we are committed to the integrated operation of workforce programs.

Workforce Programs Under the Program Operations Section:

- WIA Title 1
- Wagner-Peyser
- Temporary Assistance to Needy Families - (TANF)
- Welfare-to-Work
- Trade Act
- Job Corps
- AVTS

By design, this section includes three units that are vital to program operations: Programs, Planning and Research, and Technical Assistance/ Quality Assurance. This structure ensures that programs are tightly coupled with the sections that 1) report program performance and coordinate state and local planning; and, 2) monitor



local areas for compliance with federal statutes, and provide technical training.

This will allow programs to have better access to how they are performing, how they are being monitored, and what their training needs are. This can lead to greater analysis of the level of performance within the context of the current environment, the results of which will be fed back into the system, resulting in specific enhancements of policies, guidance, technical assistance, producing a “spiraling up” of continuously improved program operations.

Case Example: Earlier this year, evaluation of the WIA Younger Youth Retention revealed consistently low performance. The Youth section responded with a new issuance on younger youth enrollment, and training as part of a statewide youth conference.

Increasing the quality of services provided to Missouri businesses

The new Division is structured to implement DWD’s commitment to making business the primary customer of the workforce system. This commitment will necessitate proactive strategies to increase the services we provide to these customers. One action has been the establishment of a new Employer Relations section dedicated to helping employers be more competitive and supporting a market-driven system. This key strategy in DWD’s Strategic Plan springs from following premises:

- *focusing on the needs of the employer and on economic development will provide the greatest benefit for clients of the workforce system;*
- *employers as a client base represent the greatest opportunity for growth—they have the greatest potential for increased market share, increased customer satisfaction, and improved results for job seekers; and,*
- *while emphasis on employers is a strategy for the entire Division, dedication of a stand-alone unit to this function is the most effective means to operationalize this strategy.*

Specific actions to get there will include initiating a statewide business partnership to insure Missouri businesses are connected to workforce system services, providing training and technical assistance to DWD business representatives, and developing and promoting regional skills standards.

The key desired results of this strategy are: increased Job Creation and Job Retention at competitive wages, and marketing Missouri’s Career Center system.

Improving quality in DWD functions

As the front-line deliverers of programs, the Field Operations section focuses on optimizing the effectiveness of workforce programs to achieve high levels of performance and customer satisfaction. The structure of this section, with its expansion of regional coordinator positions, is designed to provide better technical assistance and guidance to regional managers throughout the state. As workforce functions continue to become more intertwined, there arises a need for increased consistency among DWD functions. The following tactics are being emphasized:

- **Cut duplication:** DWD staff and subcontractors who are delivering services need to reduce duplication and integrate services. As customers enter a Career Center, whoever they contact should be able to give the service they need. If the staff cannot provide the service, they should be able to give a quality referral. Partnerships within the Centers should be integrated and streamlined to produce maximum benefit to customers with minimum inconvenience.
- **Enhance quality:** DWD staff will continually search for ways to improve the quality of our products—qualified employees—by focusing on the needs expressed by our customers—employers. This can be broken down into the “nuts and bolts” of our processes. Our assessment process should be improved to optimize the efficiency of getting the customers over their barriers, to their chosen in-demand occupation (see model). As a practice, we will identify specific employment needs expressed by employers and track which ones have and haven’t been met.

<i>Assessment Process</i>		
1. Assess job seeker’s career needs	2. Identify particular barriers to employment	3. Provide quality services to reduce identified barriers
<i>Improvements</i>		
<i>* Alignment of job seeker’s career choice with occupations in demand</i>	<i>* Focus on barriers that represent critical impediments to self-sustaining employment in an occupation in demand in the local area</i>	<i>* Improve services in ways that increase performance levels: entered employment, retention, earnings gains, and customer satisfaction.</i>

- **High Performance:** DWD staff will deliver excellent services that produce excellent results. We have many devices to gauge how well we are achieving desired outcomes. Federal performance indicators are one example. We have certain performance measures that assess our success with helping WIA and Wagner-Peyser funded clients enter and retain employment.

Local staff are empowered and encouraged to provide innovative improvements in the processes and products involved in serving customers.

Overarching Themes

Emphasis on Learning

Our objective is to establish a culture of continuous learning. *Continuous* means being willing to constantly respond to environmental changes and frequently communicate with all levels in our system. Our business is a complex one of detailed technical performance, involved planning processes, and many complex social issues. This is compounded by an environment of constant change, reflected in things such as policy changes and high staff turnover. These factors—as reviewed in our Environmental Scanning process—create a constant demand for evaluating, informing, teaching, and learning together.

We have structured the new division to accommodate this need in each of the three primary sections: there is a training function in each, tailored to the individual focus. We encourage you to take advantage of these functions, and provide feedback on ways in which they can better help you serve customers. Establishing an organization that encourages learning depends on making cultural as well as structural changes. This is where all individuals throughout the system can contribute, by valuing openness to new ideas and new ways, and fighting a culture of cynicism and negativity.

No pessimist ever discovered the secrets of the stars, or sailed to an uncharted land, or opened a new heaven to the human spirit. --Helen Keller

Alignment with the Department's Strategic Plan

From the Governor's Office to the Career Center, we are a system. We work toward the same end: the prosperity of Missouri. Our Career Centers have very specific tasks – help people get jobs; help businesses find qualified workers. But how does our task fit into the larger picture of Missouri State government?

Missouri aligns its state departments through Managing for Results. These priority results help all state departments focus their efforts on improving performance on specific measures. Learn more about these at www.mri.state.mo.us. The Managing for Results measures that are applicable to the Department of Economic Development and the Division of Workforce Development are:

- ☐ Increased level of per capita income
- ☐ Decreased rate of unemployment



These measures are included in the Department's strategic plan (available on the DED intranet). The Department uses the strategic plan as a way to align the efforts of all its divisions and the various Boards, Councils, and Commissions associated with the Department. To accomplish this alignment, the Department includes the measures established by the Missouri Training and Employment Council (MTEC) in its strategic plan. These measures are:

- ❑ Number of people who get a job
- ❑ Number of people who get a job at increased earnings
- ❑ Number of people who remain employed for 6 and 12 months

The Division and Career Centers, in turn, focus on improving performance on the MTEC measures. In this way, we do our part in impacting the broader measures of per capita income and unemployment. We have aligned our efforts from Career Center through Division through Department to the Governor's Office.

Celebrating our Successes

What good does our system do? How do you know? How do *you* answer these questions? Recently the Division Director had the opportunity to speak to the New Missouri Legislators at the Elms Academy about the programs our system offers. He presented these officials with a new handout called "Measuring Our Successes" that contained information about our performance on our DWD Outcomes. It was his pleasure to inform them that past fiscal year we achieved:

- a **48% increase** in the number of Missourians who got jobs after receiving help from Missouri's workforce system
- a **78% increase** in the number of workforce clients who were still employed at 12 months after entering employment after exit and at 6 months
- a **20% increase** in the number of customers who increased their earnings
- a **14% increase** in the number of clients who moved above the poverty line
- a **\$1.50 increase** in the average hourly wage of workers at Missouri Job Development Fund employers

These numbers give us much to celebrate in the way we utilized the tax dollars entrusted to us to provide the best outcomes possible for workforce clients. We gather the DWD Outcomes data so we can evaluate the impact our activities are having on our clients. The Outcomes are also a way to convey our successes to our citizens and officials. We should be mindful of the facts about our programs. We know we do good work: we just need to state our case continually. Here are a few more from last year:

68%

- average percentage of clients served by Missouri's workforce system who obtained covered employment in Missouri

\$6,651

- average increase in earnings of workforce customers who increased their earnings

\$964,746,721

- gross annual addition to Missouri's economy from clients of Missouri's Workforce System.
(That's right, almost a billion dollars!)

But there are more than numbers that celebrate our successes. There are also personal stories and organizational accomplishments that are the direct result of our work and don't get reported enough. One important accomplishment is the UI Auto-Match system developed by the Customer Service Process Team.

THE CUSTOMER SERVICE PROCESS TEAM was chartered to evaluate and improve the quality of re-employment services to unemployment insurance claimants. The CS team was sponsored by Rick Beasley and Lee Stanley was the team leader. The mission was to design a process to refer these customers to available job openings in a more timely and hassle-free manner that will:

- Use technology to provide hassle-free service to claimants and increase production capacity of current staff,
- Improve the timeliness, quality and quantity of referrals to unemployment insurance customers to increase entered employment rates,
- Improve referral effectiveness to employer customers and
- Decrease the average length of unemployment insurance claim series and reduce the exhaustion rate.

Cont'd

THE RESULT: The Team analyzed current procedures and recommended a more effective service delivery system. The team flowcharted the current process an unemployment insurance (UI) claimant currently goes through from the time they file a claim, complete a work registration and are matched and referred to potential job openings. Strategies were developed to obtain a more complete work registration earlier in the claim series. Working in coordination with the Department of Labor and Industrial Relations, a system has been developed to automatically pass data collected during the filing of an Unemployment Insurance (UI) claim on the Internet directly into a Missouri *WORKS!* registration. This allows the claimant to be immediately matched and referred to any available job openings. Past procedures did not allow matching until the claimant reported to an office at a reporting 4 weeks later. This allowed matching to start **approximately four weeks earlier** than it formerly did, and will shorten the length of the UI claim for the unemployed worker and reduce charges to the UI trust fund.

THE PROCESS: The second phase of the team's effort was directed at designing an automatic matching process (using automation) to do the matching during the 4-week reporting. When a claimant completes the 4-week reporting the auto-match system immediately matches the claimant to available orders and displays the top 5 matches on the screen for the claimant's consideration. If interested, the claimant is then provided staff-assisted service and referred to any suitable openings.

The third phase of the auto-match initiative involves an auto-match unit of 4 dedicated staff located in the Central Office which matches and refers claimants to all job orders that have become over 7 days old without being filled. The unit runs matches using a side by side automated system to evaluate the accuracy of the match and issues call-ins to any claimants that appear suitable for the openings. An automated phone call is made to the claimant advising them of the potential job and directing them to call the auto-match unit for referral. If the order continues to remain unfilled the auto-match unit will contact the employer and ensure the job order is accurate and continue to attempt to get the employer qualified referrals for their consideration.

*This Auto-Match system, coupled with the **earlier registration, improved matching, and improved job orders will assist UI customers to return to work in a more timely hassle-free manner.***

To further improve the system, a Matching Process Team has been established to evaluate the current system and offer recommendations as to how the system can be improved. The auto-match process is only as good as the matching system, so this is a critical factor in the effectiveness of the overall matching and referral system. Another key element of the success of the auto-match effort is the quantity and quality of the job orders in the system. Current effort is under way to better coordinate the efforts of the Business Representatives that call on employers with those of the auto-match unit and Career Center staff. This effort will not only improve the referral services provided the UI claimants but also ensure the employer gets the workers they need in a more timely manner.

Other recent innovations, though not as a result of the Customer Service Process Team, include the addition of a common intake and customer-tracking feature to Toolbox, the automated MIS system used by DWD. This modification resulted in job seekers only entering their basic information into the system one time rather than the multiple entries as required in the past. All partner agencies providing workforce development related services have access to the Toolbox single entry system that eliminated a considerable amount of duplicated effort. Sharing service data between partners allows for much more effective delivery of service to all customers of the Missouri Career Centers.

Achieving better results for our customers with more efficient processes: that is how the Division of Workforce Development is working toward its vision and living up to its commitment to excellence.

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.
-- Margaret Mead

Utilizing Technology

As evidenced by the products of our Teams, we are committed as a business practice to employing technology to reduce costs, provide better access to information for customers, and make life better at work. We have dedicated a divisional strategy to it (see below) and continually explore ways to achieve better efficiencies and results by way of the internet, intranet, and other electronic resources available to us.

Access more information about the workforce information resources developed by and for Division staff at www.ded.state.mo.us/employment/missouritrainingemploymentcouncil/resources.shtml. Look at the portal for workforce products available to our customers through the Career Centers at www.greathires.org. Keep an eye out for the new DED Regional Teams website that will contain exhaustive information for contacts and information for the workforce system and other services offered by DED. And keep thinking of ways to employ technology in your daily activities!



GreatHires.org

Employers' Resources Job Seekers' Resources

Employers' Resources

- [List Your Job Openings](#) with Missouri's employment database.
- [Research Business Resources](#) available to Missouri employers.
- Access Missouri [workforce information](#).

Job Seekers' Resources

- Access thousands of [job openings](#) in Missouri.
- Resources for people who have [lost their job](#).
- Find [career information](#) to assist in the job search.
- Find [Training and Education information](#).

En Español Please return for future translation enhancements.

Disclaimer

Our Plan

Many of our folks have spent time this year to develop the Strategic Plan that charts our course as a division. The members of the Strategic Planning Team, the DWD Admin Team, and many other local and central office staff went through the process of developing these strategies and their accompanying action steps. Take the time to become familiar with these action items: they will impact the work you do and the direction your organization takes.

Obstacles are those frightful things you see when you take your eyes off your goal.
--Henry Ford

1. Increase the quality of services provided to Missouri Businesses

- A. Develop a single point of contact plan for workforce system partners to develop effective strategies for engaging business.
- B. Provide training and technical assistance to DWD business representatives.
- C. Initiate a Statewide Business Partnership to ensure Missouri businesses are connected to state/local workforce system services.
- D. Establish quarterly meetings with employer associations (i.e., State Chamber, AIM, and MEC).
- E. Develop and promote regional skills alliances to promote regional skills standards.

2. Increase career placements of Unemployment Insurance (UI), Temporary Assistance for Needy Families (TANF) and Veteran customers.

- A. Develop DWD staff training calendar to develop staff skills to work effectively and improve customer service.
- B. Develop customer service strategies to improve career placement of UI and TANF customers.
- C. Develop a veteran outreach and employment plan.
- D. Develop Career Center system customer-flow process guidelines.
- E. Charter a team to review and design customer service strategies to enhance services to TANF customers
- F. Establish quarterly meetings with the Division of Family Services to develop service guidelines.
- G. Determine service strategy and develop products based on the responses to the customer survey.

3. Increase capabilities to consolidate workforce systems and improve customer service.

- A. Develop a quarterly Toolbox priorities enhancement calendar.
- B. Charter a Career Center system MIS team to design computer linkages among partner programs.
- C. Develop a Career Center system computer linkage plan.
- D. Enhance Toolbox performance reports for system programs (i.e., WIA, Wagner-Peyser, etc.).

Progress on the Action Items

Division staff have been diligently working on carrying out the action items in our strategic plan. Here are a few highlights of our progress:

- 1.A. Developing single point of contact plan for workforce system partners
 - Complete in some regions; working toward completion in remaining
 - Promoting increased commitment of DWD and WIB management to effort
 - Utilizing Business Reps to create strategies at local level
- 1.D. Quarterly meetings with employer associations ongoing
 - Rick has been meeting regularly with AIM and Chamber of Commerce
 - MEC meets quarterly; new members recently appointed
- 1.E. Develop and promote regional skills
 - Has been proposed to the MEC to look into.
 - Presentation will be made at January meeting.
- 2.A. DWD staff training calendar completed
- 2.C. Veteran outreach and employment plan completed
- 2.G. Determine services strategy and develop products based on responses to customer survey:
 - Questions selected; surveys distributed; three-quarters of responses received; team identified
- 2.H. Team Chartered for DWD Career Ladder Team to review division staff merit classifications
- 3.A. Development of quarterly Toolbox priorities enhancement calendar
 - Set up twice year upgrade schedule
 - Team meets every other week and reviews whether enhancement requests received are valid, usable, beneficial.
 - Process closes at end of 5th month and upgrades are added on Test Site to evaluate. If successful, implemented on Live Site.

Think of what *you* can do to contribute to any of these items. As some teams complete their mission and disband, others are forming to work on new tasks. There are many opportunities to participate on teams that work on these crucial objectives.

The greatest wastes are unused talents and untried ideas. --
Anonymous

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